

Air Education and Training Command

Sustaining the Combat Capability of America's Air Force



U.S. AIR FORCE

Occupational Survey Report AFSC 4A0X1 Health Services Management

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February 2004**

Integrity - Service - Excellence

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Air Force Occupational Measurement SQ



AFOMS/OA

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DSN 487-6811

<https://www-r.omsq.af.mil/OA/oaproducts.htm>

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Overview



- Survey background
- Survey results
- Implications



Executive Summary



- Heterogeneous job structure with 22 jobs identified
(6 clusters – 8 independent jobs)
- Typical progression from entry level to supervisor and manager
- Career ladder documents are well-supported by survey data
- Job satisfaction indicators are generally positive



Work Performed



- Perform, supervise, manage, and direct health services activities
- Provide support to “primary care teams”
- Manage and maintain patient records
- Coordinate managed care and beneficiary services
- Operate and maintain medical information systems and software programs
- Perform administration and coordination duties related to medical readiness, aeromedical evacuation, and medical evaluation boards



Current Training Program



- AFSC-awarding course
 - 382 TRS, Sheppard AFB TX
 - J3ABR4A031 001, Health Services Management Apprentice Course, 37 academic days
 - 17 semester hours for CCAF
 - Programmed TPR
FY04: 534 students
FY05: 559 students
 - Programmed Elimination Rate
FY04: 0%
FY05: 0%



Survey Background



- Last Occupational Survey Report (OSR):
December 1999
- Current survey developed:

April 2002 - January 2003

- Sheppard AFB TX
- MacDill AFB FL
- Pittsburgh ANG PA
- Lackland AFB TX
- Travis AFB CA
- Elmendorf AFB AK
- Ramstein AB GE
- Spangdahlem AB GE
- Scott AFB IL





Survey Background



- Survey initiated to obtain data to:
 - Evaluate current classification and training documents
 - Support promotion test development
- Current survey data collected: February - June 2003
- Components surveyed:
 - Active Duty: 3-, 5-, 7-, 9-Skill Levels, and CEMs
 - Guard: 5-, 7-, 9-Skill Levels, and CEMs
 - Reserve: 3-, 5-, 7-, 9-Skill Levels, and CEMs





Survey Sample Characteristics



	<u>AD</u>	<u>AFRC</u>	<u>ANG</u>	<u>Total</u>
Assigned*	3,015	1,069	644	4,728
Mailed Out	2,696	968	586	4,250
Sample	1,273	238	63	1,574
Usable Returns	47%	25%	11%	37%

Average time in career field for AD: 8 years 2 months

Average TAFMS for AD: 9 years 7 months

Percent of AD in first enlistment: 22%

* Assigned as of Jan 03



Paygrade Distribution



	Assigned*	Sample
E-1 - E-3	23%	17%
E-4	14%	14%
E-5	33%	33%
E-6	16%	18%
E-7	11%	13%
E-8 - E-9	3%	5%

* Assigned as of Jan 03



Command Representation



Command	Assigned %**	Sample %
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AFRC	23	15
ANG	14	4
AETC	13	22
AMC	12	15
ACC	10	13
AFMC	6	8
PACAF	6	8
USAFE	4	5
AFSPC	3	4
USAFA	2	2
Other	7	4

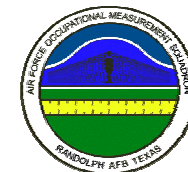
*Assigned as of Jan 03

**Others include AFSOC, ELM, AFPC, AIA, AFWSE, AFMSA, 11WG, AND AFMOA

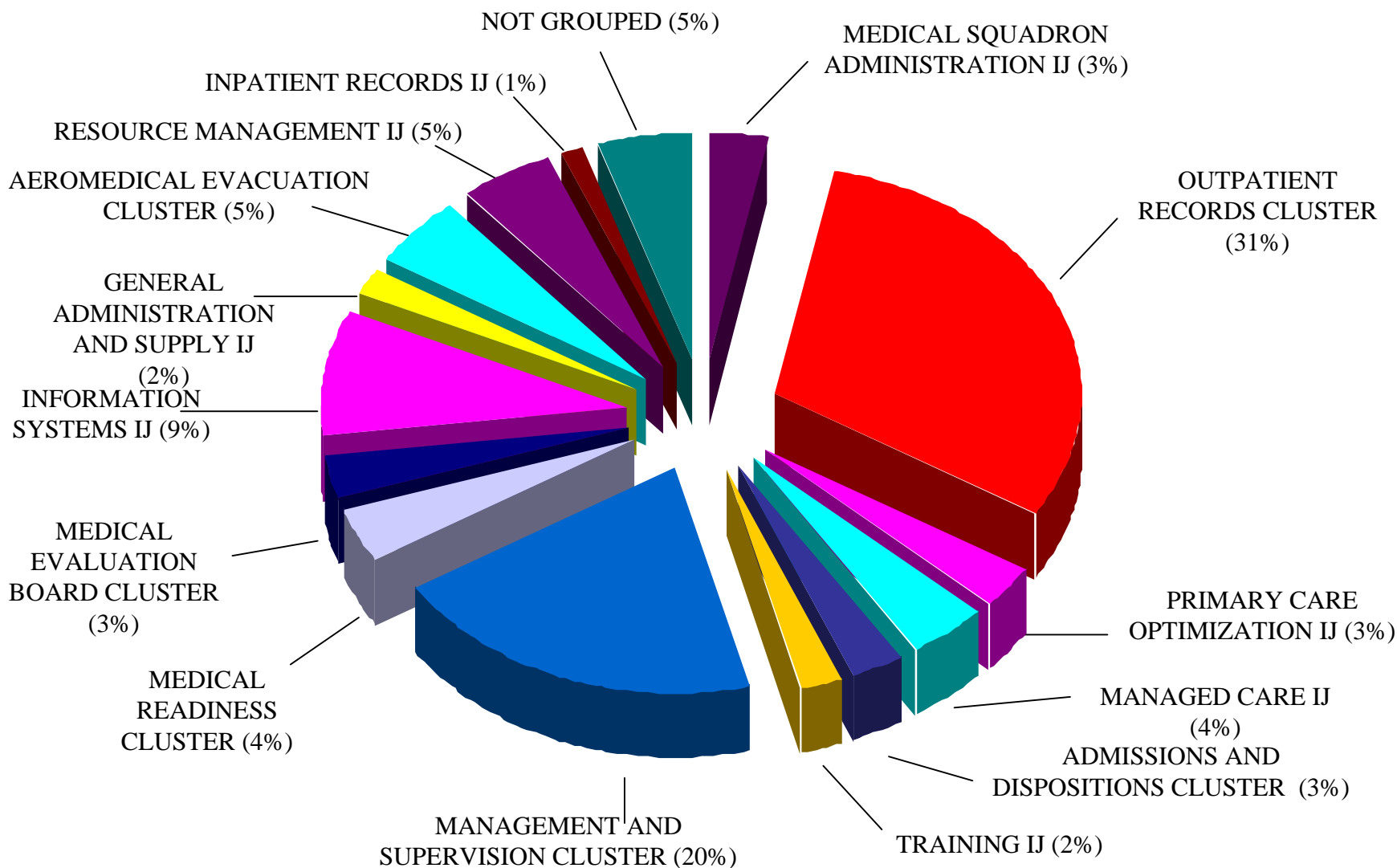


Specialty Clusters and Jobs

(N=1,574)



AETC



IJ =Independent Job



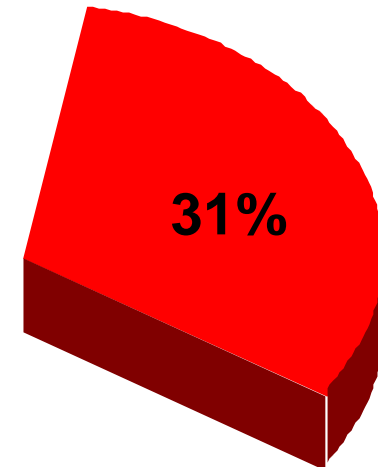
Outpatient Records Cluster (N=493)



- File or charge out outpatient records
- File paperwork in medical record chargeout guides
- Conduct searches for misplaced outpatient records
- Create outpatient records for new patients
- File paperwork in outpatient records, to include automated medical files
- Annotate patient information on outpatient record folders
- Perform reception desk activities
- Perform annual inventories of outpatient records

Outpatient Records Job

Outpatient Records NCOIC Job



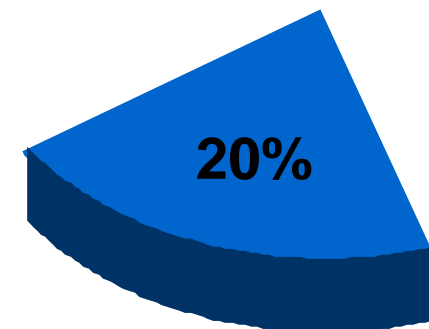


Management and Supervision Cluster (N=321)



- Counsel subordinates concerning personal matters
- Write recommendations for awards or decorations
- Conduct supervisory performance feedback sessions
- Determine or establish work assignments or priorities
- Write or indorse military performance reports
- Evaluate personnel for compliance with performance standards
- Conduct general meetings, such as staff meetings, briefings, conferences, or workshops
- Conduct supervisory orientations for newly assigned personnel

Training NCOIC Job
General Supervision Job
Managed Care NCOIC Job
Medical Squadron Administration NCOIC Job



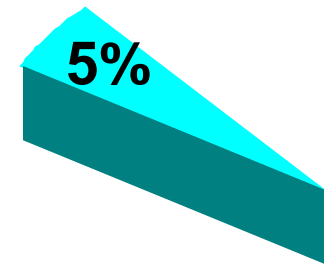


Aeromedical Evacuation Cluster (N=77)



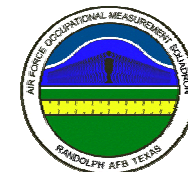
- Notify or verify aircraft arrival or departure times with other agencies
- Prepare air evacuation mission records, to include patient manifests, baggage manifests, or patient transfer documents
- Initiate and update TRANSCOM Regulating and Command and Control Evacuation System (TRAC2ES) patient files through movement requirement centers
- Monitor mission tracking and documentation, such as itineraries or patient requirements
- Confirm final or interim destinations of air evacuation patients
- Schedule transportation for air evacuation patients from hospitals to flightlines

Aeromedical Evacuation Job
Aeromedical Evacuation Contingency Job





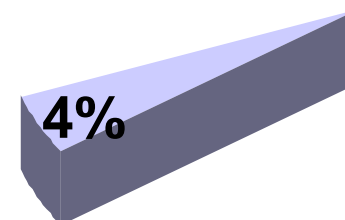
Medical Readiness Cluster (N=61)



- Compile data for medical readiness (MEDRED) reports, situation reports (SITREPs), or status of resources and training reports (SORTS)
- Brief deploying personnel
- Inspect mobility bags, kits, or personnel documents
- Brief personnel concerning disaster preparedness and wartime missions
- Initiate or maintain standby rosters or work center pyramid recall rosters
- Maintain classified materials or documents, other than medical readiness plans
- Prepare or brief medical readiness or guidance reports to unit commanders

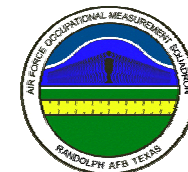
Medical Readiness Job

Medical Readiness NCOIC Job





Admissions and Dispositions Cluster (N=45)



- Admit or discharge patients
- Collect patient next-of-kin information
- Notify higher headquarters of hospital admissions of staff personnel or presidential appointees distinguished personnel such as O-6 or above
- Prepare medical identification cards or bands for patients
- Report admissions of active duty personnel to assigned Air Force organizations
- Prepare and distribute admissions and dispositions (A&D) reports
- Educate patients on advanced medical directives and living wills

Admissions and Dispositions Job

Admissions and Dispositions NCOIC Job

3%



Medical Evaluation Board Cluster (N=45)



- Compile and review case files of individuals meeting MEBs
- Schedule MEBs
- Counsel personnel meeting MEBs on rights and benefits
- Process and track review in lieu of (RILO) cases
- Obtain personnel and medical records of patients meeting MEBs
- Brief providers on MEBs or PEBs
- Forward narrative summaries to appropriate joint services
- Schedule personnel to meet PEBs
- Brief unit commanders on MEBs or PEBs
- Coordinate temporary duty (TDY) orders for personnel meeting MEBs with hospital or base agencies

Medical Evaluation Board Job

Medical Evaluation Board NCOIC Job

3%



Independent Jobs



- MEDICAL SQUADRON ADMINISTRATION IJ (N=46)
 - Maintain or review personal information files (PIFs)
 - Input PC III updates
 - Assist unit personnel in updating personal information in Personnel Concept III (PC III) computers
 - Maintain or provide rosters on status of personnel, such as TDY, convalescent leave, or medical requirements
- PRIMARY CARE OPTIMIZATION IJ (N=42)
 - Perform reception desk activities
 - Conduct end-of-day processing
 - Create or maintain appointment templates or schedules
 - Validate patient information in automated systems
 - Verify patient eligibility for medical care

3%

3%



Independent Jobs (CONT.)



- MANAGED CARE IJ (N=54)
 - Monitor patient enrollment or eligibility status, such as in Defense Enrollment Eligibility Reporting System (DEERS)
 - Verify patient eligibility for medical care
 - Assist beneficiaries with eligibility discrepancies
 - Schedule or coordinate patient appointments, other than PCO, with MTFs or other medical facilities
 - Research referrals
- TRAINING IJ (N=32)
 - Brief personnel concerning training programs or matters
 - Counsel trainees on training progress
 - Evaluate progress of trainees
 - Maintain training records or files
 - Develop training programs, plans, or procedures



4%



2%



Independent Jobs (CONT.)



- INFORMATION SYSTEMS IJ (N=138)
 - Install, modify, or remove applications software
 - Perform help desk activities
 - Connect and configure workstation peripherals, such as monitors, printers, or scanners
 - Install, modify, or remove systems securities, such as passwords or screensavers
 - Create, modify, or delete directories, folders, or files
- GENERAL ADMINISTRATION AND SUPPLY IJ (N=37)
 - Maintain administrative files
 - Access, review, or retrieve electronic publications or forms
 - Write minutes of briefings, conferences, or meetings
 - Prepare administrative or classified materials or documents for mailing, transporting, or issue
 - Maintain publications libraries



9%



2%



Independent Jobs (CONT.)



- RESOURCE MANAGEMENT IJ (N=81)
 - Coordinate accounts payable or receivable with third-party collection (TPC) and medical service account (MSA) representatives
 - Deposit monies collected
 - Certify TDY funds availability
 - Access, review, or retrieve electronic publications or forms
- INPATIENT RECORDS IJ (N=20)
 - File paperwork in inpatient records, to include automated medical files
 - Assemble patient charts
 - Prepare inpatient records for audits
 - Annotate patient information on inpatient documentation
 - Retire inpatient records



5%



1%



Percent Across Specialty Clusters and Jobs by DAFSC



SPECIALTY JOBS	DAFSC 4A031 (N=297)	DAFSC 4A051 (N=780)	DAFSC 4A071 (N=413)	DAFSC 4A091 (N=56)	DAFSC 4A000 (N=28)
MEDICAL SQUADRON ADMINISTRATION IJ	4%	4%	1%	2%	*
OUTPATIENT RECORDS CLUSTER	45%	35%	18%	14%	7%
PRIMARY CARE OPTIMIZATION IJ	8%	2%	1%	*	*
MANAGED CARE IJ	6%	4%	1%	*	*
ADMISSIONS AND DISPOSITIONS CLUSTER	6%	3%	1%	*	*
TRAINING IJ	1%	2%	3%	4%	*
MANAGEMENT AND SUPERVISION CLUSTER	1%	11%	41%	71%	86%
MEDICAL READINESS CLUSTER	2%	4%	5%	2%	4%
MEDICAL EVALUATION BOARD CLUSTER	1%	3%	4%	*	*



Percent Across Specialty Clusters and Jobs by DAFSC (CONT.)



SPECIALTY JOBS	DAFSC 4A031 (N=297)	DAFSC 4A051 (N=780)	DAFSC 4A071 (N=413)	DAFSC 4A091 (N=56)	DAFSC 4A000 (N=28)
INFORMATION SYSTEMS IJ	5%	11%	9%	2%	*
GENERAL ADMINISTRATION AND SUPPLY IJ	2%	3%	2%	4%	*
AEROMEDICAL EVACUATION CLUSTER	4%	6%	5%	*	*
RESOURCE MANAGEMENT IJ	6%	7%	3%	*	*
INPATIENT RECORDS IJ	5%	1%	*	*	*
NOT GROUPED	4%	4%	6%	1%	3%



Career Ladder Progression

Percent Time Spent on Duties



DUTIES	DAFSC 4A0X1 (N=1,574)	DAFSC 4A031 (N=297)	DAFSC 4A051 (N=780)	DAFSC 4A071 (N=413)	DAFSC 4A091 (N=56)	DAFSC 4A000 (N=28)
PERFORMING OUTPATIENT RECORDS ACTIVITIES	18%	30%	19%	9%	5%	3%
PERFORMING PRIMARY CARE OPTIMIZATION (PCO) ACTIVITIES	10%	19%	12%	4%	1%	2%
PERFORMING ADMISSIONS AND DISPOSITIONS (A&D) ACTIVITIES	3%	6%	3%	1%	*	*
PERFORMING MANAGED CARE AND BENEFICIARY SERVICES ACTIVITIES	3%	3%	3%	3%	1%	1%
PERFORMING INPATIENT RECORDS ACTIVITIES	1%	4%	1%	*	*	*
PERFORMING PATIENT ADMINISTRATIVE ACTIVITIES	2%	4%	3%	1%	1%	1%
PERFORMING MEDICAL EVALUATION BOARD (MEB) ACTIVITIES	2%	1%	2%	2%	*	1%
PERFORMING CLINICAL INVESTIGATIONS ACTIVITIES	*	1%	*	*	*	*
PERFORMING AEROMEDICAL EVACUATION ACTIVITIES	4%	3%	5%	4%	1%	1%
PERFORMING MEDICAL SQUADRON PERSONNEL ACTIVITIES	5%	4%	5%	5%	7%	7%

4A0X1 Note: Columns may not add up to 100% due to rounding
* Indicates less than 1%.



Career Ladder Progression

Percent Time Spent on Duties



DUTIES	DAFSC 4A0X1 (N=1574)	DAFSC 4A031 (N=297)	DAFSC 4A051 (N=780)	DAFSC 4A071 (N=413)	DAFSC 4A091 (N=56)	DAFSC 4A000 (N=28)
PERFORMING RESOURCE MANAGEMENT ACTIVITIES	5%	5%	6%	5%	5%	4%
PERFORMING FACILITIES MANAGEMENT ACTIVITIES	1%	*	*	1%	1%	2%
PERFORMING MEDICAL INFORMATION SYSTEMS WORKGROUP MANAGEMENT ACTIVITIES	7%	4%	8%	7%	4%	2%
PERFORMING MEDICAL LOCAL AREA NETWORK (LAN) MANAGEMENT ACTIVITIES	2%	1%	3%	3%	1%	*
PERFORMING HEADQUARTERS AND STAFF-LEVEL ADMINISTRATIVE ACTIVITIES	1%	*	*	1%	1%	5%
PERFORMING GENERAL ADMINISTRATIVE AND SUPPLY ACTIVITIES	8%	6%	8%	10%	9%	7%
PERFORMING MEDICAL READINESS, DEPLOYMENT, AND CONTINGENCY ACTIVITIES	5%	2%	5%	6%	7%	7%
PERFORMING TRAINING ACTIVITIES	6%	2%	5%	10%	11%	7%
PERFORMING MANAGEMENT AND SUPERVISORY ACTIVITIES	17%	2%	13%	30%	44%	47%

Note: Columns may not add up to 100% due to rounding

* Indicates less than 1%.

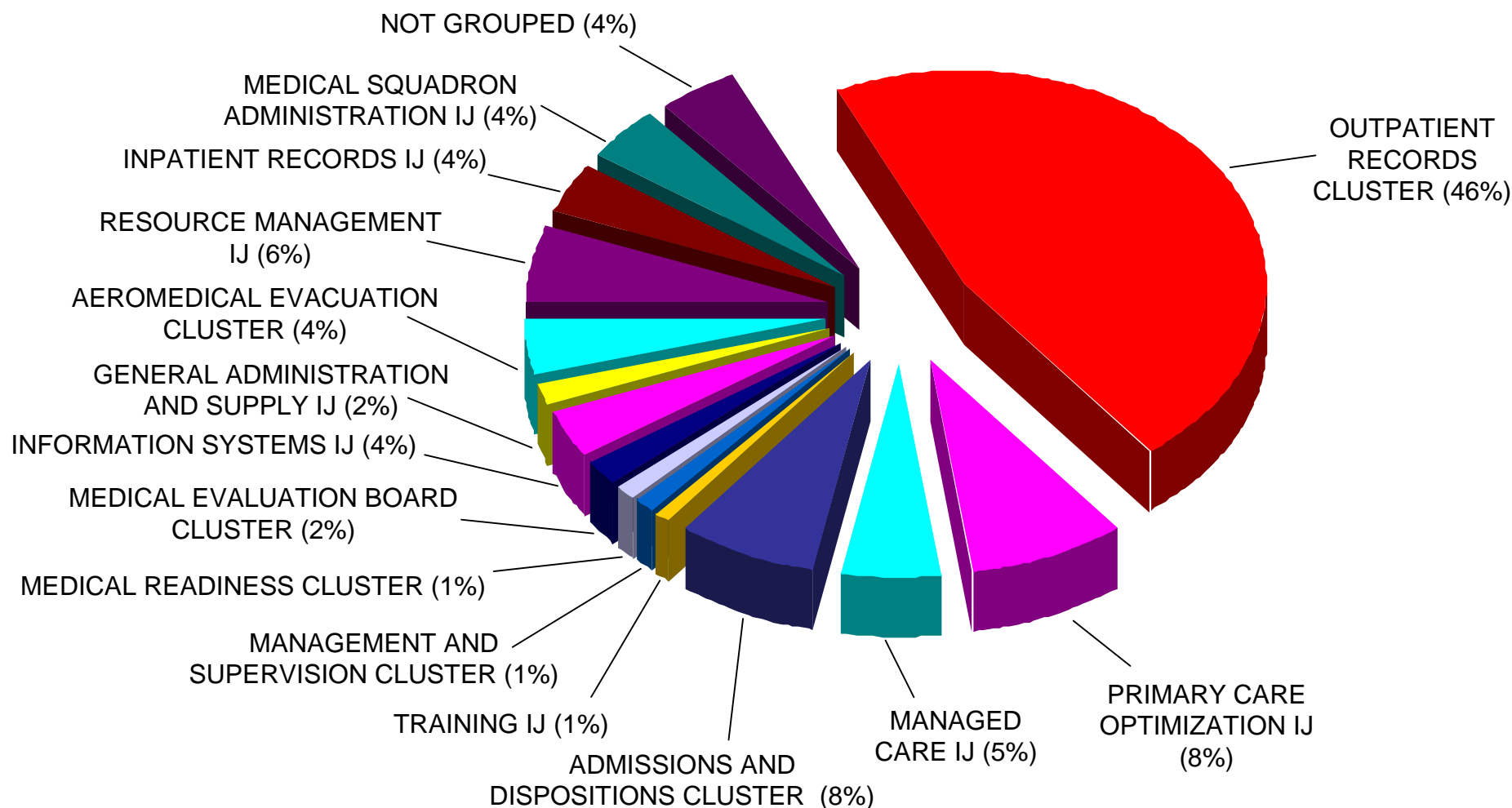


First-Enlistment Job Structure



AETC

(N = 346)





First-Enlistment Personnel Representative Tasks



Percent
Members
Performing
(N=346)

Tasks

File or charge out outpatient records	54
File paperwork in medical record chargeout guides	50
Conduct searches for misplaced outpatient records	50
Perform reception desk activities	49
Create outpatient records for new patients	47
File paperwork in outpatient records, to include automated files	46
Pick up outpatient records from physicians or clinics	44
Annotate patient information on outpatient record folders	44
Prepare pull lists and outpatient records for clinics	41
Research incomplete patient identification information	38
Verify patient eligibility for medical care	37
Validate patient information in automated systems	34
Prepare outpatient records or documents for internal or external transfer between military treatment facilities (MTFs) or other agencies	34



Specialty Training Standard (STS) Analysis



- STS is well supported by survey data
- Most recent U&TW was August 2003
 - Data from current survey were used
 - Strawman STS was reviewed
- STS match revealed few discrepancies
- Interrater reliability for TE was not achieved
- No ATIs were computed



Unsupported STS Elements



Examples

UNIT	STS ELEMENT	PROF CODE	PERCENT MEMBERS PERFORMING		TSK DIF*
			1ST ENL (N=346)	3- LVL (N=297)	
3.5.	Utilize secure/non-secure communication devices (3.0 Medical Readiness)	2b			
Task	P0376. Prepare administrative or classified materials or documents for mailing, transporting or issue		11	11	4.77
13.8.	Perform sensitive duties functions (13.0 Performs duties associated with outpatient records)	2b			
Task	A0020. Review SDP rosters		3	3	4.06
15.1.	Perform admission functions (15.0 Admission process)	2b			
Task	C0040 Admit or discharge patients		13	12	4.02

* Mean TD Rating = 5.00; Standard Deviation = 1.00; High TD = 6.00



Proficiency Codes Requiring Review



		PERCENT MEMBERS PERFORMING		TSK DIF*
		1ST ENL (N=346)	3- LVL (N=297)	
UNIT	STS ELEMENT	PROF CODE		
12.3.	Maintain appointment protocols (12.0. Appointment facilitation)	1a		
Task	B0026. Create or maintain appointment templates or schedules		21	19
				5.54
14.1.	Perform release of information duties (14.0. Manage line of duty (LOD) determination)	a		
Task	B0034. Process requests for release of medical information, such as Freedom of Information Act (FOIA) requests for primary care optimization (PCO) patients		22	20
				4.12
22.5.	Surveys (22.0. TRICARE)			
Task	B0038. Respond to patient concerns, complaints, or surveys	--	29	27
				5.09

* Mean TD Rating = 5.00; Standard Deviation = 1.00; High TD = 6.00



Tasks not Referenced to STS



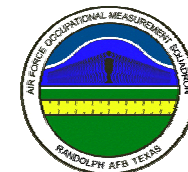
Examples

TASK		PERCENT MEMBERS PERFORMING		TSK DIF*
		1ST	3-	
		ENL (N=346)	LVL (N=297)	
B0031	Perform reception desk activities	49	46	2.83
D0072	Monitor patient enrollment or eligibility status, such as in Defense Enrollment Eligibility Reporting System (DEERS)	20	21	4.12

* Mean TD Rating = 5.00; Standard Deviation = 1.00; High TD = 6.00



Job Satisfaction Indicators (Across Specialty Jobs)



	MEDICAL SQUADRON ADMIN IJ (N=46)	OUTPATIENT RECORDS CLUSTER (N=493)	OUTPATIENT RECORDS JOB (N=353)	OUTPATIENT RECORDS NCOIC JOB (N=124)
JOB INTERESTING	48	45	38	63
TALENTS WELL UTILIZED	63	65	60	81
TRAINING WELL UTILIZED	41	76	74	81
SENSE OF ACCOMPLISHMENT	48	51	46	63
PLAN TO REENLIST	74	61	57	73



Job Satisfaction Indicators (Across Specialty Jobs)(CONT.)



	PRIMARY CARE OPTIMIZATION IJ (N=42)	MANAGED CARE IJ (N=54)	ADMISSIONS AND DISPOSITIONS CLUSTER (N=45)	ADMISSIONS AND DISPOSITIONS JOB (N=28)
JOB INTERESTING	48	74	51	52
TALENTS WELL UTILIZED	62	88	71	69
TRAINING WELL UTILIZED	74	82	78	83
SENSE OF ACCOMPLISHMENT	50	76	56	48
PLAN TO REENLIST	62	57	64	59



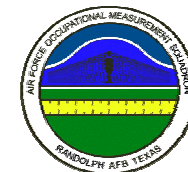
Job Satisfaction Indicators (Across Specialty Jobs)(CONT.)



	ADMISSIONS AND DISPOSITIONS NCOIC JOB (<u>N=12</u>)	TRAINING IJ (<u>N=32</u>)	MANAGEMENT AND SUPERVISION CLUSTER (<u>N=321</u>)	TRAINING NCOIC JOB (<u>N=13</u>)
JOB INTERESTING	42	88	80	69
TALENTS WELL UTILIZED	66	93	88	69
TRAINING WELL UTILIZED	67	87	82	61
SENSE OF ACCOMPLISHMENT	58	84	77	62
PLAN TO REENLIST	83	81	60	54



Job Satisfaction Indicators (Across Specialty Jobs)(CONT.)



	GENERAL SUPERVISION JOB (<u>N=170</u>)	MANAGED CARE NCOIC JOB (<u>N=20</u>)	MEDICAL SQUADRON ADMIN NCOIC JOB (<u>N=36</u>)	MEDICAL READINESS CLUSTER (<u>N=61</u>)
JOB INTERESTING	78	85	92	79
TALENTS WELL UTILIZED	85	95	98	93
TRAINING WELL UTILIZED	85	90	89	84
SENSE OF ACCOMPLISHMENT	74	80	89	80
PLAN TO REENLIST	53	65	72	79



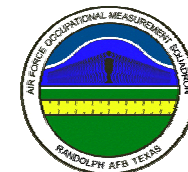
Job Satisfaction Indicators (Across Specialty Jobs)(CONT.)



	MEDICAL READINESS JOB (N=31)	MEDICAL READINESS NCOIC JOB (N=24)	MEDICAL EVALUATION BOARD CLUSTER (N=45)	MEDICAL EVALUATION BOARD JOB (N=28)
JOB INTERESTING	74	92	76	79
TALENTS WELL UTILIZED	90	91	86	86
TRAINING WELL UTILIZED	81	88	87	90
SENSE OF ACCOMPLISHMENT	77	88	78	75
PLAN TO REENLIST	77	83	64	75



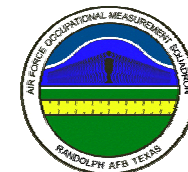
Job Satisfaction Indicators (Across Specialty Jobs)(CONT.)



	MEDICAL EVALUATION BOARD NCOIC JOB (<u>N=31</u>)	INFORMATION SYSTEMS IJ (<u>N=138</u>)	GENERAL ADMIN AND SUPPLY IJ (<u>N=37</u>)	AEROMEDICAL EVACUATION CLUSTER (<u>N=77</u>)
JOB INTERESTING	71	93	68	75
TALENTS WELL UTILIZED	89	95	78	87
TRAINING WELL UTILIZED	83	80	63	80
SENSE OF ACCOMPLISHMENT	82	91	59	75
PLAN TO REENLIST	47	64	76	66



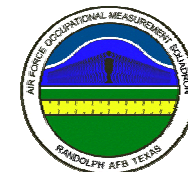
Job Satisfaction Indicators (Across Specialty Jobs)(CONT.)



	AEROMEDICAL EVACUATION JOB (N=31)	AEROMEDICAL EVACUATION CONTINGENCY JOB (N=24)	RESOURCE MANAGEMENT IJ (N=81)	INPATIENT RECORDS IJ (N=20)
JOB INTERESTING	75	80	77	25
TALENTS WELL UTILIZED	88	90	87	45
TRAINING WELL UTILIZED	75	90	83	80
SENSE OF ACCOMPLISHMENT	75	90	75	25
PLAN TO REENLIST	64	70	75	45



Job Satisfaction Indicators (Across AD, ANG, AFRC)



	AD (<u>N=1,273</u>)	ANG (<u>N=63</u>)	AFRC (<u>N=238</u>)
JOB INTERESTING	63	57	80
TALENTS WELL UTILIZED	78	66	87
TRAINING WELL UTILIZED	78	65	79
SENSE OF ACCOMPLISHMENT	65	51	75



Job Satisfaction Indicators (Current vs. Previous Study)



	1-48 Months		49-96 Months		97+ Months	
	2003 (N=346)	1999 (N=404)	2003 (N=309)	1999 (N=163)	2003 (N=618)	1999 (N=581)
JOB INTERESTING	72	72	82	88	90	90
TALENTS WELL UTILIZED	65	61	79	77	83	85
TRAINING WELL UTILIZED	74	72	78	71	80	76
SENSE OF ACCOMPLISHMENT	68	73	76	82	84	86
PLAN TO REENLIST	53	54	70	65	64	67



Retention Dimensions

First-Term Airmen (N=346)



PLANNING TO REENLIST (N=185)	PERCENT	
	RESPONDING	AVERAGE
Medical or dental care for AD member	72	2.61
Pay and allowances	63	2.48
Off-duty education and training opportunities	61	2.66
Job security	59	2.68
Military-related education/training opportunities	56	2.49
PLANNING TO SEPARATE (N=159)	PERCENT	
	RESPONDING	AVERAGE
Military lifestyle	54	2.43
Pay and allowances	44	2.25
Location of present assignment	41	2.50
Recognition of efforts	35	2.35
Esprit de corps/morale	31	2.58

Scale: 1 = slight influence, 2 = moderate influence, 3 = strong influence



Retention Dimensions

Second-Term Airmen (N=309)



	PERCENT RESPONDING	AVERAGE
<hr/> PLANNING TO REENLIST (N=217)		
Medical/dental care for AD member	68	2.60
Pay and allowances	67	2.57
Job security	65	2.63
Off-duty education and training opportunities	65	2.37
Medical/dental care for family members	56	2.71
<hr/> PLANNING TO SEPARATE (N=90)		
Military lifestyle	42	1.89
Recognition of effort	40	2.36
Esprit de corps / morale	39	2.50
Pay and allowances	38	2.21
Unit manning	35	2.29

Scale: 1 = slight influence, 2 = moderate influence, 3 = strong influence



Retention Dimensions Career Airmen (N=618)



PLANNING TO REENLIST (N=394)	PERCENT	
	RESPONDING	AVERAGE
Retirement benefits	73	2.62
Job security	60	2.63
Pay and allowances	58	2.48
Medical/dental care for family members	57	2.56
Medical/dental care for AD member	56	2.48
PLANNING TO SEPARATE (N=57)		
Military lifestyle	48	2.46
Leadership at unit level	44	2.72
Pay and allowances	40	2.39
Unit manning	31	2.44
Location of present assignment	31	2.12

Scale: 1 = slight influence, 2 = moderate influence, 3 = strong influence



Summary of Results



- Heterogeneous career ladder
- Career ladder progression typical
- Career ladder documents well-supported by survey data
- U&TW conducted in Aug 03 with current data available
- Job satisfaction indicators are generally positive
 - Lowest for records maintenance and basic administrative-type duties
 - Similar when compared to previous study across all TAFMS groups



Questions?



Visit our web site at:

<https://www-r.omsq.af.mil/OA/oaproducts.htm>

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